Activity/Schedule Development

Scope

This process ~~defines the information necessary for creating project~~outlines the development of project activities and critical path schedule in P3e, based on the minimum milestones for the appropriate program. Activities are the fundamental work elements of a project. They are the lowest level of a work breakdown structure (WBS) that facilitates effective project execution and, as such, are the smallest subdivision of a project that directly concerns the PDT.

Policy

ER 5-1-11[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf]

ER 37-1-26[http://www.usace.army.mil/inet/usace-docs/eng-regs/er37-1-26/entire.pdf]

Responsibility

The Project Manager, with input from the Project Delivery Team, is responsible for the development of the initial schedule and subsequent maintenance ~~of the schedule~~ within P3e. ~~Development and maintenance of the schedule~~This not only requires development of activity duration and constraints, but also the identification of activity dependencies. The PDT must ~~enter~~ensure activity information is entered in sufficient detail to effectively execute the project, and to facilitate workload analysis and resource leveling.   The list of activities should clearly define the scope of efforts, permit the identification of types of expertise required, and facilitate estimates of manpower and funding required to accomplish the project.

Distribution

Project Delivery Team (PDT)[*]

Resource Providers

Ownership

The ~~BP/P2 Program Office~~Configuration Management Board is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

System References

Acronyms and Glossary[REF1001]

Civil Works Program-Specific Information[REF1026]

Customer Scope Definition[PROC1007]

HTRW Program-Specific Information[REF1030]

Military Program-Specific Information[REF1027]

P3e User Guide[http://www.hnd.usace.army.mil/p2/tutor/p3e/p3euserguide.pdf]

PMP Development[PROC1012]

PMP/PgMP Content[REF1018]

Research & Development Program-Specific Information[REF1031]

Resource Estimate Development[PROC1003]

Team Establishment[PROC1008]

Work Acceptance[PROC1016]

Activity Preface

This process is performed either as a~~n~~ requirement to account for ~~outyear/unfunded~~future work (refer to *PMP/PgMP Content[REF1018])*, or after work has been accepted (refer to *Work Acceptance[PROC1016]*), the customer scope of the project is determined (see *Customer Scope Definition[PROC1007]*), and a team has been established (refer to *Team Establishment[PROC1008]*). Development of the project activities is the framework for work management in P2. The activities comprise the total work that needs to be performed to complete a project, taking into consideration PDT guidance and HQ requirements, including milestones or program specific needs (refer to *Civil Works Program-Specific Information[REF1026]*, *HTRW Program-Specific Information[REF1030]*, *Military Program-Specific Information[REF1027],* or *Research & Development Program-Specific Information[REF1031]*). Each activity will consist of a calendar, activity types, ~~numerous~~ activity codes, durations, predecessor and successor relationships, and possibly constraints. After this process is performed, resource estimates (see *Resource Estimate Development[PROC1003]*) ~~may~~ will be entered to ~~accomplish providing~~ provide a total project cost to further the continuation of *PMP Development[PROC1012]*. Real Property Accountability, including property identification numbers, and a~~A~~sset management must be addressed during this phase, in order to ensure proper closeout of projects. By entering the project in P2, the PDT will be establishing the manner in which they want to manage and report on the project including the one-to-one and one-to-many relationships that will exist between P2 and CEFMS. P2 will generate PR&Cs information for CEFMS in accordance with these relationships. The PDT will need to establish activities carefully to ensure the P2/CEFMS relationships will allow reporting of financial data to PDT and effective use of **Earned Value Management**. Refer to *Financial Management[REF1032].* ~~Within this document, the *Financial Management[REF1032]* process will be referenced.~~ After completion of this process, return to ~~the calling process~~ *PMP Development[PROC1012].*

Note: This process contains references to a Navigation Document, which depicts steps/screen-capture information for completing functions within the software. Ultimately, Navigation Documents will be available for all appropriate business process documents.

Project Delivery Team (PDT)

1.   Determine if an activity structure exists.

         Refer to Step 1 of the Navigation Document *Activity Development[NAV1010]*.

If an activity structure exists, goto task #7. Otherwise, goto task #2.

2.   ~~Verify~~ Select the appropriate calendar ~~default is appropriate~~ type for this project.

Refer to Step 2 of the Navigation Document *Activity Development[NAV1010]*.

3. Define and enter activities to accomplish the scope of the project.

    Determine appropriate WBS level the activity will reside under prior to entering the activity. Select the level and enter the new activity.

    Consult with responsible support organizations and experts for regulatory requirements and/or items affecting project execution. *Refer to Team Establishment[PROC1008].*

    Refer to Steps 3-4 of the Navigation Document *Activity Development[NAV1010]*.

4. Assign a duration to each activity.

    This will assign the number of days needed to actually accomplish the activity defined.

    Refer to Step 5 of the Navigation Document *Activity Development[NAV1010]*.

5. Define predecessor and successor relationships for each activity.

    Once this has been achieved, the Network Analysis capability of P2 will contain the logic necessary to assist the PDT in determining the Critical Path of the project.

    Refer to Step 6 of the Navigation Document *Activity Development[NAV1010]*.

6. Assign the activity type, including needed milestones and other activity codes.

    Activity codes are values assigned to a project to organize them into management groups for updating, analyzing, reporting, and summarizing.

    Refer to Step 7 of the Navigation Document *Activity Development[NAV1010]*.

    Refer to *Civil Works Program-Specific Information[REF1026]*, *HTRW Program-Specific Information[REF1030]*, *Military Program-Specific Information[REF1027]*, or *Research & Development Program-Specific Information[REF1031]*, as appropriate.

Goto task #8.

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7. Edit the activities as necessary.

If new activities needed, goto task #3. Otherwise, goto task #8.

8. Schedule your project.

> This step performs a system analysis of all data previously entered, providing an outcome that lays out the schedule logic from beginning to end, ~~which will~~to assist the PDT in continuation of the work management process.

> Refer to Step 9 of the Navigation Document *Activity Development[NAV1010]*.

> The PM is responsible for review and approval of proposed activity schedules.

9. Enter constraints as needed.

> A constraint is a restriction forced on the activity start or finish. Use constraints to reflect real project requirements.

> As a practice, keep constraints to a minimum.

10. ~~Res~~Schedule your project as needed.

End of activity.

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            ( Start )
               │
   ┌───────────────────────┐
   │  Project Delivery     │
   │    Team (PDT)         │
   ├───────────────────────┤
   │ — Determine if an     │
   │   activity structure  │
   │   exists. (1)         │
   └───────────────────────┘
               │
            ◇ An activity      Y
           structure exists? ──────►
               │ N
   ┌───────────────────────┐
   │  Project Delivery     │
   │    Team (PDT)         │
   ├───────────────────────┤
   │ — Verify calendar     │
   │   default is          │
   │   appropriate type for│
   │   this project. (2)   │
   │ — Define & enter      │
   │   activities to       │
   │   accomplish scope of │
   │   project. (3)        │
   │ — Assign a duration to│
   │   each activity. (4)  │
   │ — Define predecessor &│
   │   successor           │
   │   relationships for   │
   │   each activity. (5)  │
   │ — Assign activity     │
   │   type, including     │
   │   needed milestones & │
   │   other activity      │
   │   codes. (6)          │
   └───────────────────────┘
               │
   ┌───────────────────────┐
   │  Project Delivery     │
   │    Team (PDT)         │
   ├───────────────────────┤
   │ — Edit activities as  │
   │   necessary. (7)      │
   └───────────────────────┘
               │
   ┌───────────────────────┐
   │  Project Delivery     │
   │    Team (PDT)         │
   ├───────────────────────┤
   │ — Schedule your       │
   │   project. (8)        │
   │ — Enter constraints as│
   │   needed. (9)         │
   │ — Reschedule your     │
   │   project. (10)       │
   └───────────────────────┘
               │
            ( End )
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